



Bill Westfall's "LINE AND COMMAND LEADERSHIP"



PART ONE: LINE LEADERSHIP

Why leadership for the line officer? Consider what the Chinese philosopher, and founder of Taoism, Lao-Tzu said about leadership over 2,500 years ago:

"The best of all leaders is the one that develops their people so that eventually they don't need him anymore."

This applies to law enforcement. When an officer goes on duty, their commander is in fact throwing them the ball and asking them to take charge. On top of this, outside of professional sports, you will not find a higher profile profession than law enforcement. The public watches police, looks to police. The actions of one police officer can affect how other officers are perceived throughout the country, for good or bad (consider the Rodney King incident). It is so obvious. There is a logical link between the line officer and the discipline of leadership.

In Charles Garfield's study of "peak performers," he revealed that all great leaders create a mission with meaning. But all police inherently have a mission with meaning, aren't we fortunate! It's there if we don't take it away. My uncle was a judge for many years, and when I became an Alaska State Trooper I called him, and this is what he told me: *"There is nothing more noble you can do with your life if you do that job correctly."* This statement represents the true embodiment of empowered leadership — realizing

that what you do does make a difference.

You Need To Stay With It

Leadership is so important to police work that it needs to be an ongoing part of training, beginning with our basic schools. *The problem is that most police agencies have yet to incorporate leadership training for the front-line officers.* Still, the average police officer generally recognizes leadership when they see it and they try to learn leadership through role models. Unfortunately, some leadership skills — like how to interpret events and make decisions — are internal and can be learned only through instruction that experience can build upon. The real trouble comes when an officer receives no training and they do not have any strong role models with which to identify. Without such leadership reinforcement, events can turn some officers bitter and, as a result, they will decide to reject the concept of having leadership responsibilities.

The thing every officer must understand is that we all are going to have positive and negative experiences. *We're going to work for great leaders and great units, and we are going to work for those that are not — but it is very important that we be able to succeed under both.* Yes, it is much more difficult to study and develop leadership without proper assistance. However, it is often those difficult circumstances that make you decide what kind of leader you are going to be.

If you read the autobiographies of Norman Schwarzkopf and Colin

Powell you will find that both of them almost got out of the military after Vietnam because they were so disillusioned. But they stayed in, and they stayed with a vengeance to lead the right way. It's a cop-out when you attribute your own lack of leadership to your commanding officer or your organization.

The Blind Eye of History

Everything good in leadership has already been taught or demonstrated, we need only search the past to find it. Patton said a leader must always be "familiar" and "available" to those they serve. Simple, yet brilliant. However, this lesson is continually forgotten. While we are today treating community policing as a new concept, there was a book called "The Blind Eye of History," written by criminologist Charles Reith in 1952, that told British police that they need to go back and become "familiar" and "available" parts of the community. Think about it, this was over forty years ago. Reith called his book the "Blind Eye of History," because we keep having to relearn the lessons of the past. *One of the most important responsibilities of today's police is to re-teach history's lessons as quickly as possible to the next generation so mistakes are not repeated.*

Before community policing will ever work, we need to develop a new mind set. Ask a police officer in the United States what their role is and they will say, "I'm a crime fighter. I

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put the bad guys in jail." If you ask a European police officer what their role is, they will say, "I'm an educator. I educate people about the law. One of the tools I have is arrest." Do you see the difference? They would rather prevent the crime than prosecute the crime. I believe that our communities want leadership from our line officers. They want more than enforcement. There is such a need for leadership nationwide. The question is, will we give it to them?

Leadership or a Trip to Abilene

It's so easy to blame lawyers, politicians, and television for any negative stereotypes police may have. The truth be known, we have enabled ourselves into many of our problems through a phenomena that analyst Jerry Harvey has called the Abilene Paradox.

The Abilene Paradox occurs when people go along to get along. In the

case of police officers, our own group camaraderie — a strength which can become a weakness — often prevents us from speaking out assertively against certain activities that should not be tolerated. The irony is that most everyone within the unit knows it is wrong, but nobody is willing to speak out and risk being alienated from the group. Police officers, among the most courageous people in the world, have a fear of being alienated from their peers that borders on paranoia.

For police officers, perhaps the greatest test of leadership is stating an opinion that they perceive may conflict with the group.

Part Two, *Command Leadership*, will be in the next issue of the Tuebor.

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"The Spring publication on 'The Spirit of the Buffalo Soldiers' was an enlightening reminder of the values that seemingly common men possess that make them heroes, out of actions they regard as doing what is natural for them."

*Sergeant Thomas Cupples
Ferndale Police Department*

Tap — Rack — TARGET!

Training is like programming, it creates habits which act like instincts during crisis situations. This is good, unless the programming is wrong.

We know that during training some police officers got in the habit of emptying spent rounds from their revolver into their hand to hasten clean-up. Unfortunately, this habit reappeared during real shoot-outs!

Now that we are using semi-automatics, how we clear a misfire is as

important a habit as how we reloaded revolvers. If we train to Tap-Rack-SHOOT then we are likely to shoot automatically after clearing a misfire in a real life situation. The problem with this is that during the time we cleared the misfire, circumstances may have changed negating the need to shoot again. Perhaps the suspect surrendered, or maybe they pulled a hostage in front of them.

A better habit to develop is Tap-Rack-TARGET. In other words, after clearing your weapon, re-find your sights and check the target to ascertain if you still need to shoot. Practice this, think about it, and put it into your mental program and it will become an instinct that will only take a fraction of a second. This could save you from a shooting that you would later regret.

Misfire Procedure

STEP 1:

TAP the magazine hard to ensure it is properly seated.



STEP 2:

RACK the slide with your off hand on the rear portion of the slide. Invert the weapon while racking so loose rounds drop.



STEP 3:

TARGET your weapon by finding your sights, while reassessing the target to ascertain if you still need to shoot.





Lincoln's Tribulation

Throughout most of the American Civil War, President Abraham Lincoln desperately sought to find a general that he could entrust to end the fight. Unfortunately, many of the high ranking Union officers were *too ambitious* for their own good, or the good of the country. As Lincoln would soon discover, this would manifest itself into the extremes of *overly-cautious* or *overly-reckless* leadership.

Ambitiously Cautious

Most notable was General George B. McClellan. Initially, he tirelessly drilled the Army of the Potomac until they were a well-disciplined force. But being an arrogant and ambitious man, McClellan was *consciously protective of his reputation*. Consequently, *he was afraid to risk failure, so he risked nothing*. He *repeatedly stalled* and on numerous occasions failed to exploit opportunities that may have well shortened the war. McClellan was *noted for criticizing others*, especially the President.

Ambitiously Reckless

In trying to find an aggressive leader who would get things done, Lincoln gave command to the seemingly courageous General John Pope. But Pope proved to be *boastful, condescending* and harsh toward Union and Southerners alike. *Prizing personal glory above all else*, Pope's *rash and dangerous style* would reveal itself at Bull Run, where his *disorganized assaults* allowed the Confederates to make counter-attacks that set the Union troops into full flight.

Just The Right Balance

Lincoln finally found his man in General Ulysses S. Grant. An unlikely hero, Grant had failed in several civilian occupations since resigning from the peacetime army in 1854. Rejoining the Army when war broke out, he demonstrated a *quiet efficiency and determination*. Grant thought *humility* was more endearing to his soldiers than pomp, so except for insignia, he wore the uniform of a private. Grant's experience with failure seemed to give him *just the right balance of caution and audacity*. When Grant was making no headway against Lee at Richmond, he did not grow reckless and force the issue. He simply withdrew and found better ground near Petersburg. Familiar with defeat, Grant was *gracious in victory*. The terms he offered Lee at surrender paroled Confederate soldiers and left the South with enough pride to help rebuild the country.

Just Do It, With Character!

On May 10, 1996, after six weeks of climbing, Lou Kasischke was 400 vertical feet from the top of Mt. Everest. At 55, Lou had already climbed the most noteworthy mountains in the world. The attainment of Everest was his final and ultimate goal.

A Moment of Truth

Lou was within two hours of the summit, but he knew he was behind schedule. "Climbers are truly unique people," says Kasischke, "they are efficient, committed, with a strong will to succeed." The other climbers may have thought they had come too far to turn back. But Lou Kasischke made a decision that surprised even him.

While ambition had given Lou the drive to become a successful corporate attorney and the president and CEO of Pella Window and Door Company, it was at this turning point that Lou realized that he had let "unbridled ambition" put himself in a position he did not want to be in. "*There is a balance between ambition and good judgment*," says Kasischke, "*unbridled ambition can kill you — it gives you tunnel vision that suffocates good judgment.*"

Responsibility and Obligation

Lou knew that just because others were going on didn't mean he had to. "I listened to an inner voice: responsibility to my party said to stay with the plan, and obligation to my family said not to recklessly risk my life for a selfish goal. I realized that the real test of Everest was the test of my values: Did I have the inner strength to say no when my desires said yes?"

"Choices define who we are, it shows where your commitment is. *Ambition and sheer will are not as impressive as the ability to harness it and control it*. It's not whether you've conquered, but whether you've fought well."

Something Greater than Accomplishment

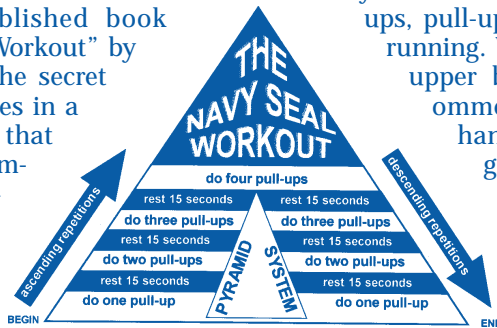
Of the other climbers on Mt. Everest that day, eight died and several others were permanently injured. Lou soon learned that none of his tent-mates made it back. Kasischke says he doesn't want to compare himself to the climbers who decided to go for the summit, his decision was personal. But for himself, he now knows that the saying "just do it," is incomplete if it is not balanced by good judgment. Better to say, "*just do it with character.*"

Selflessness Protects Ambition from Error

Theologian St. Thomas Aquinas (1225-1274) said that ambition is not good or bad in and of itself. But depending on whether your motives are selfless or selfish, ambition can result in extremes of good or bad behavior. Ambition becomes most dangerous when people fool themselves into thinking their selfish ambition is for the benefit of others. In line with Aquinas, retired General H. Norman Schwarzkopf recently said that some people are ambitious "for the next tangible reward — the next promotion, the next pay raise, the next headline. But these individuals are inevitably doomed." Of course, selfless people "sometimes lose in the material world," says Schwarzkopf (much like Grant did when trying to run a business). But "they go right ahead anyway . . . because their conduct is determined by values." In conclusion, there is obviously nothing wrong with ambition as long as it rests on the services you provide — not take. 🍌

Put Power In Your Performance!

Now available at bookstores and the Law Enforcement Resource Center is the recently published book "The Navy Seal Workout" by Mark De Lisle. The secret of this program lies in a pyramid system that has a built in warm-up and cool-down. To learn how it works, let's use pull-ups as an example.



As the diagram indicates, you do one pull-up, drop off the bar, rest 15 seconds, then do two pull-ups, and so on. Once you reach your peak set (in this case four reps) you do descending repetitions back to the number of repetitions you began with.

Of course, the number of repetitions can vary according to your fitness level (for example, 2-4-6-8-6-4-2), and you should continually strive to increase that number. If you're very fit, you can even add sets (2-4-6-8-10-12-10-8-6-4-2).

The pyramid system works well on a variety of exercises, including: push-ups, pull-ups, dips, as well as running. When working your upper body, De Lisle recommends varying your hand position (close-grip, wide-grip, overhand, underhand) so that you are hitting different muscle groups.

The beneficial thing about this system is that you usually end up doing a greater number of repetitions than if you had maxed out on each set. About once a week you should still do a max set, just to test your fitness level. You may be surprised at the power this program will add to your total performance. As with all fitness programs, practice good form and stretch properly.

In the next Tuebor, how to do the "Commando Pull-Up." 🐻

To check out this book, call Mary LePiors at the LERC: (517)322-1976.

Pick Up The Pace



There is an old saying about how to run faster: it's to run faster. While volume is important, intensity is the only way to teach your legs to really go.

If you're training for, say a 10K, pick up your pace by doing intervals. If you're using a track, run one lap (400 yards) *FASTER* than the pace you want to do the race in. Do no more than eight laps like this, with a slow lap in between to recover.

Gradually, as your condition improves, progress to longer distances with more intervals. For example, try using the *pyramid system*: 400 yards fast, jog to recover, 800 yards fast, jog to recover, 1600 yards fast, jog to recover, 800 yards fast, jog to recover, 400 yards fast. To prevent injury, never do speed workouts more than once or twice a week.

If it's a marathon you're training for, follow the weekly workout rule of *two fast runs* and *one long run*. All other runs during the week should be slow and short enough so as not to interfere with these three primary workouts. Most people will find they will have better marathon times if they don't let their weekly mileage go above 50 miles.

If this all sounds too serious for you, then at least pick up the pace for a block or two during your normal jogs. Anything is better than nothing. Of course, always warm-up, stretch, and listen to your body. If your muscles are sore the day after a run, it is due to torn and shredded tissues, not lactic acid build-up. This means you should only do a short easy workout, or take the day off to rest. 🐻

Additional Resources:
Dr. Mirkin of The Sportsmedicine Institute, www.wdn.com/mirkin
Chuck Cooper of the Omaha Running Club, www.omaharun.org

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"Be Careful What You Ask For . . ."

"Would you please remove your hands from your pockets." Non-compliance with such a request obviously raises suspicion. But ironically, compliance actually puts you at greater risk. The "action" of a subject, removing a weapon for example, is always faster than the police officer's "reaction" to the threat. For police to give themselves the edge, they need to use one or more of the following tactics:

Utilize Distance —

Increased distance makes surprised physical assaults more difficult and makes you less of a target if shots are fired.

Utilize Cover —

Available cover (e.g. the subject vehicle itself) will help protect you from assaults and buy you time to respond.

Keep Your Hands Near Your Weapons —

You should be mentally prepared to draw your weapon at all times. Your

hands should be in the interview stance position whenever possible.

Change The Suspect's Position —

Have your subject face away or to one side prior to your requesting them to remove their hands. This tactic requires the subject to make an extra turn in order to acquire you as a target if they draw a weapon.

Secure Subject's Hands In Their Pockets —

If you don't have cause to handcuff, consider having the subject put their hands back in their pockets after being searched. This tactic can assist you in monitoring their actions.

You may have picked-up other "tricks of the road" that help put the subject off balance so that you have more time to respond. The point is, don't become complacent and forget to utilize these tactics to your advantage. As with many things in life, you need to "be careful what you ask for." 🐻